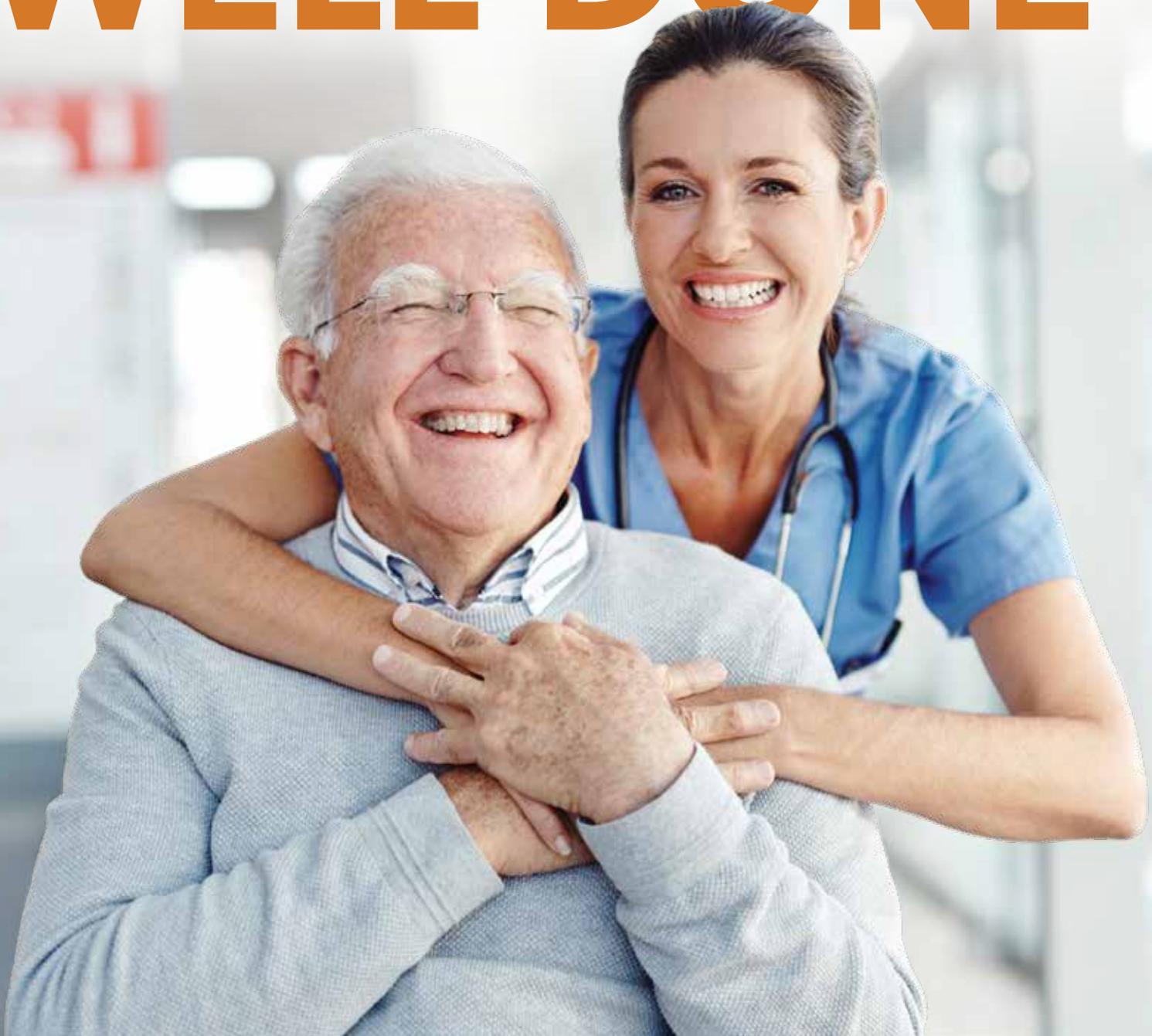


A JOB WELL-DONE

FY2019 Community Benefit Report



Where People Come First. *Always.*

EXCEPTIONAL CARE

Yes, we do that here.

EXCEPTIONAL CARE

Yes, we do that here.

A job well-done is built on exceptional care for our community. Those powerful words help to shape everything we do.

Exceptional care is built on access.

In response to Dr. Shafi Shafaieh's retirement, we welcomed Nicholas Fromm, MD and hired David Fortenberry, MD, FACS to maintain access to General Surgery and to keep pace with community need. In addition to Dr. Fromm's passion for rural surgery practice, Dr. Fortenberry will contribute significantly to our medical team and expand our offerings to include vein care in Southwest Montana. We also entered into a partnership with Allevant Solutions, a joint venture between Mayo Clinic and Select Medical, to implement Transitional Care, a post-acute care patient recovery program. Transitional Care is a specialized program for patients who no longer need to be in a traditional acute care hospital. Patients may benefit from additional skilled medical care, nursing care, or physical rehabilitation services after a major surgery, serious illness, or severe injury so they can return home safely.

Exceptional care is driven by quality.

We want our patients to always receive exceptional care and have optimal health outcomes. It's through continuous improvement that we strive to implement best practices to improve quality, strengthen communication, streamline processes, and maintain a healing environment. We are proud that our staff earned a fourth national Top 20 Critical

Access Hospital award. Our commitment to quality and performance improvement also led to Barrett Hospital & HealthCare being selected as *Quality Program of the Year* in 2019 by the Performance Improvement Network and to receiving several other prestigious quality awards again in 2019.

Exceptional care is founded by human capital, creating a patient focused organization.

Employees are Barrett Hospital & HealthCare's most important assets. There is no replacement for high-accountability talent. To grow as a healthcare system, Barrett Hospital & HealthCare invests in its people, just like we would for other priorities, such as infrastructure or technology. Barrett Hospital & HealthCare offers employees many opportunities for training and continuing education along with an Educational Assistance Program to aid with certain educational expenses. We also provide performance improvement training to managers and employees through the Lean program. The purpose of the Lean program is for staff to be more directly involved in changes to business and clinical processes. Looking at processes from a solutions perspective, rather than a problematic one, the staff who do the actual work use proven methodologies to observe what they do and identify elements of their work that create errors or delays in care or service, waste of resources and/or

“Exceptional care is built on a foundation of trust and familiarity. It is my hope that when we provide care to patients, we continue to see them. Together, we can then remain on that path to good health.”



KEN WESTMAN
CHIEF EXECUTIVE OFFICER
BARRETT HOSPITAL & HEALTHCARE

frustration in the workplace. Once the problem(s) are identified, the people who do the work are supported in creating new processes or systems. This leads to employees being more satisfied and their work feels more impactful, while creating maximum value for patients, in addition to lowering operating costs for Barrett Hospital & HealthCare.

Exceptional care includes attention to value and reducing avoidable costs.

Across Montana, thousands of people rely on critical access hospitals as their resource in an emergency, and their first source of expertise when conditions worsen. As patients become savvier about healthcare value, critical access hospitals face increasing challenges in delivering effective medical services in convenient and cost-effective ways to provide value for patients. At Barrett Hospital & HealthCare, our response to these challenges is to provide choices for exceptional care, with attention to achieving high value for patients. Our Walk-in Clinic is just one example. The Walk-in Clinic has helped to reduce avoidable Emergency Department visits, which in turn translates to cost reductions for our patients. Availability of the Walk-in Clinic reduces the volume of non-critical visits to the Emergency Department, freeing up that care setting to deal with more serious conditions, while ensuring that patients receive the

care they need, in the most appropriate healthcare setting.

In closing, a focus on exceptional care for our community also centers in being a leader in a community collaborative on healthy lifestyles. Prevention is imperative, as the best way to reduce costs is to avoid the need for costly disease intervention.

The following pages in this report reflect our commitment to you and your family's health journey. Thank you for your endless support to create a sustaining strong presence of local healthcare. We are proud to be part of this vibrant community and to be the healthcare provider that comes to mind first when you and your family think about your healthcare needs.

Sincerely,

Ken Westman

Ken Westman, Chief Executive Officer
Barrett Hospital & HealthCare

EXPANDING ACCESS

Offering General Surgery, Vascular Specialist and Transitional Care.

It has been a year of growth and expansion for Barrett Hospital & HealthCare, highlighted by the addition of new providers to the team, and implementation of Transitional Care to improve patient health and independence after a major surgery, serious illness, or severe injury. These exciting changes allow for convenient local solutions and greater access to surgery and patient recovery in our community which makes your care experience even more efficient and effective.

This year, Barrett Hospital & HealthCare welcomed Nicholas Fromm, MD, and hired David Fortenberry, MD, FACS. They bring



DR. NICHOLAS FROMM

DR. DAVID FORTENBERRY

a wealth of experience including minimally invasive procedures which are associated with less pain, shorter hospital stays, and fewer complications for patients. Dr. Fromm and Dr. Fortenberry join our general surgery team after the retirement of long-time surgeon Shafi Shafaieh, MD, who practiced general surgery at Barrett Hospital & HealthCare for thirty-six years. Dr. Fromm and Dr. Fortenberry offer patients the evaluation and treatment of hernias, gallstones, breast issues, colonoscopies and endoscopies, using minimally invasive surgery when required.

In addition, these surgeons support emergency department coverage and trauma surgery and other general surgical procedures.

Dr. Fortenberry will contribute significantly to our medical team and expand our offerings to include vein

care, which will help meet a need in Southwest Montana. A good portion of Dr. Fortenberry's clinical practice will be caring for patients with vascular diseases, including disorders of the venous and arterial systems. As the population ages, more patients are in need of referral to a vascular specialist who can diagnose and manage diseases of the body's circulatory system (arteries and veins).

Also, this year, Barrett Hospital & HealthCare entered into a partnership with Allevant Solutions, a joint venture between Mayo Clinic and Select Medical, to implement Transitional Care, a post-acute care patient recovery program. Transitional Care is a specialized program for patients who no longer need to be in a traditional acute care hospital but still may benefit from additional skilled medical care, nursing care, or physical rehabilitation services. This may include education regarding a new treatment that will be needed at



My surgery was the best experience I ever had at any hospital.

– BH&H PATIENT

home, adjusting or finishing certain treatments under the supervision of nurses and medical providers, or performing exercises with a physical therapist to help patients regain enough strength, functionality, balance, and range of motion to be independent with confidence. Our Transitional Care team is supported with processes and education from Allevant to help integrate innovative clinical services and quality improvement efforts to become a local discharge destination of choice. Even if your hospitalization occurred elsewhere, you may still qualify for our Transitional Care program.

This year's improvements in care coordination, access, quality, and convenience support Barrett Hospital & HealthCare's mission of providing compassionate care, healing, and health-improving service to all community members throughout life's journey.



CONTINUOUS IMPROVEMENT

We do that here.

Continuous improvement is simply about the people and processes that make up Barrett Hospital & HealthCare. It's a part of our culture and put in practice at every level of patient care. And as with many things in life, consistency is not easy to achieve, but our philosophy is to be better today than we were yesterday. The following awards recognize Barrett Hospital & HealthCare for bringing its best each and every day in exceptional clinical quality, patient safety, and service.

NRHA Top 20 Critical Access Hospital

Barrett Hospital & HealthCare is a **four-time recipient** of the National Rural Health Association's (NRHA) *Top 20 Critical Access Hospital* award. Being a Top 20 Critical Access Hospital means Barrett Hospital & HealthCare out-performs ninety-nine percent of the 1,350 critical access

hospitals in the nation in quality, service, financial stewardship, and community support. There are only six critical access hospitals that have achieved Top 20 national ranking four times, and Barrett Hospital & HealthCare is proud to be among this elite group.



LifeNet Health Tissue Bank Montana Critical Access Hospital of the Year

Barrett Hospital & HealthCare is recognized by LifeNet Health, a leading provider of full-service tissue banking services, with the *Montana Critical Access Hospital of the Year* award. LifeNet Health recognizes Barrett's outstanding record of nursing staff education, collaboration to support the mission of tissue donation, and demonstrated success in tissue donations. Something positive can come from death, as donor tissues are used in a variety of surgical applications in order to save lives, restore health, and give hope on a daily basis. These tissues include: corneas (used to restore sight); tendons (used to rebuild joints); heart valves (used to repair cardiac defects); veins (used to re-establish circulation); skin (used to reconstruct skin); and bones (used to rebuild bone and prevent the need for amputation).

Montana Critical Access Hospital Quality Program of the Year

The Montana Hospital Association Network of Critical Access Hospitals identified Barrett Hospital & HealthCare as an organization that has developed the infrastructure and culture to sustain quality improvement in a manner that is a model for other critical access hospitals. Barrett Hospital & HealthCare integrates data technology with a very human touch to measure success in improving patient outcomes and complying with best practice care.

Note: All awards are evaluated and awarded by an independent third party, and not by requiring a recipient purchase the award to give the appearance of a legitimate honor.

“
Barrett Hospital & HealthCare is a great resource to Beaverhead County.

– BH&H PATIENT

DELIVERING CARE

Providing more than expected.

Obstetrical care is an important component of providing quality healthcare for families in our community. Childbirth is the most common reason for admission to the hospital in the U.S. An estimated half million rural women give birth in U.S. hospitals each year and therefore rely on local obstetrical services. Barrett Hospital & HealthCare is committed to providing this service despite the challenges that many rural hospitals face.

Some of the challenges rural hospitals face include difficulty recruiting and retaining skilled physicians and nurses, and lower average Medicaid reimbursement for obstetrical care due to a variety of factors. Providing this care can be an area of financial loss for rural hospitals. This is problematic given that many rural hospitals are already financially strained and some have had to eliminate obstetrical services just to stay afloat.

The loss of obstetrical services is troubling for a number of reasons, in large part because access to quality care is essential for healthy mothers and babies. Losing obstetric care in rural communities adds risk to pregnancies and deliveries often with an increase in adverse outcomes. Out-of-hospital birth, birth in a non-OB unit hospital setting, and preterm

birth have increased infant mortality rates. These issues can result in increased rates of Neonatal ICU admissions and long-term health needs for children born under these conditions.

Barrett Hospital & HealthCare recognizes that the benefit of providing obstetrical services in our community clearly outweighs the challenges. We not only make obstetrical services more convenient to access, but also allow women to give birth in their community near family and friends. In addition, there is strong evidence that shows when women receive maternity services in rural hospitals, the quality of care is comparable to urban and large-volume hospitals.



DR. KELLY SMITH
BARRETT HOSPITAL & HEALTHCARE
FAMILY/OBSTETRICS PROVIDER
AND MEDICAL STAFF PRESIDENT

“Dr. Rasch, Dr. Tipton, and I are committed to providing safe and supportive maternity care. We want our patients to have a great birth experience, close to home, and we are prepared to deal with medical emergencies so that we have the best possible outcomes,” says Dr. Kelly Smith.

“
**Just had my baby girl
a few days ago, and I
could not have asked for
a better team. The staff
made me feel at home
with my first pregnancy.**

– BH&H PATIENT

COMPREHENSIVE CARE

Your needs come first.

Whatever your age or stage of life, Barrett Hospital & HealthCare is your link to the resources you need for healthcare. We provide comprehensive care—from specialty services to wellness visits—that connects you and your family to your best health.

Comprehensive Medical Care

On-Site 24/7 Provider Staffed
Emergency Care

Acute Inpatient Care
(with Hospitalist expertise)

Behavioral Health Counseling

Cardiac & Pulmonary Rehab

Cardiopulmonary Diagnostics
& Therapy

- Respiratory Therapy
- Echocardiography

Chronic Care Management

Clinical Laboratory

Diagnostic Imaging

- CT
- MRI
- Ultrasound
- Nuclear Medicine
- Mammography
- Bone Densitometry
- Radiography
- Fluoroscopy

Family Medicine Clinic

Gynecology

Health Improvement Program (HIP)

Home Health and Hospice

Internal Medicine Clinic

Interventional Radiology

Nutritional/Dietary Counseling

Obstetric & Newborn Care

- Epidural Service
- Childbirth Education
- Lactation Consultation

Outpatient Infusion Services
(including Chemotherapy)

Pharmacist-run Clinics

- Coumadin
- Heart failure
- Hypertension
- Asthma
- Medication management

Sleep Studies

- In-lab studies & home studies

Surgery

- General
- Orthopedic
- Urology
- Gynecology
- Ophthalmology
- Podiatry

Transitional Care

- Skilled restorative & rehabilitative care

Therapy

- Physical
- Occupational
- Speech
- Sports Medicine

Vein Care

Walk-in Clinic

Our Providers

Kelly Smith, MD
Family Practice,
Including Obstetrics

Hallie Tipton, MD
Family Practice,
Including Obstetrics

Casey Rasch, MD
Family Practice,
Including Obstetrics

Burke Hansen, MD
Family Practice

John Madany, MD
Family Practice

Danielle Maxfield, FNP-C
Family Practice

Mick Lifson, MD, FACOG
Gynecology

Karen Weed, MD
Internal Medicine,
Palliative Care Subspecialty

Sandra McIntyre, MD, FACP
Internal Medicine,
Hospitalist

Anna Loge, MD, FACP
Internal Medicine,
Hospitalist

Meghan Combs, MD
Internal Medicine
Hospitalist

Tom Murray, MD, FACP
Internal Medicine,
Hospitalist

Kymerly Tart, PA-C
Hospitalist

Rachel Dean Smetanka,
PhD, PA-C
Hospitalist

Nicholas Fromm
General Surgery

David Fortenberry, MD, FACS
General Surgery
Vascular Specialist

Nathaniel Readal, MD
Urology

Daniel Richards, DO
Orthopedics

Dan Downey, MD
Orthopedics

Timothy Hall, CRNA
Anesthesia

Neal Maxfield, CRNA
Anesthesia

Dennis Hatfield, CRNA
Anesthesia

On-Site 24/7 Provider Staffed Emergency Care

Greg Moore, MD, FACEP, FAWM
Ramona Potter, MD
Michael Clarke, MD, FACEP
Bruce Hayward, DO
Katherine Tetrault, PA-C
Paul MacMillan, PA-C

REDUCING COSTS

The right care in the right setting.

Across Montana, thousands of people rely on critical access hospitals as their resource in an emergency, and their first source of expertise when conditions worsen. This is part of the reason for the term “critical access.” As patients become savvier about healthcare value, critical access hospitals face increasing challenges in delivering effective medical services in convenient and cost-effective ways to provide value for patients. At Barrett Hospital & HealthCare, our response to these challenges is to provide choices for exceptional care, with attention to achieving high value for patients. While nothing can replace the relationship between a patient and their primary care provider, there are times when other alternatives are needed. Through our Walk-in Clinic, we offer the right care for less serious conditions in the right healthcare setting.

The Walk-in Clinic has helped to reduce avoidable Emergency Department visits, which in turn translates to cost reductions for our patients. Availability of the Walk-in Clinic reduces the volume of non-critical visits to the Emergency Department, freeing up that care setting to deal with more serious conditions, while ensuring that patients receive the care they need, in the most appropriate healthcare setting. This is more efficient and effective for both patients and providers in the Emergency Department as well as the Walk-in Clinic. Also, worth mentioning is billable costs associated with a Walk-in Clinic visit tend to be much less than an Emergency Department visit.

The Walk-in Clinic combines the ease of care at the time when patients most need it with the value of an outpatient visit. In addition, our Walk-in Clinic providers are primary care providers.

If you're in need of a new provider, consider establishing a continuity of care relationship with one of our primary care team, as we believe that the better we know you, the better we can treat you.

If you are unsure whether your medical condition truly constitutes an emergency, take the first step of calling your insurance carrier nurse help line for assistance with questions, if available. In some cases, our Walk-in Clinic would be the right place for medical care. If there is any doubt as to whether a medical condition may be life-threatening, Emergency Department care is still the appropriate avenue.

“
All of the Walk-in Clinic staff were concerned and very professional. I was impressed! This is a great service to have.
 – BH&H PATIENT

IMPACT ON COMMUNITY

Taking responsibility to heart.

ECONOMIC IMPACT ON OUR COMMUNITY

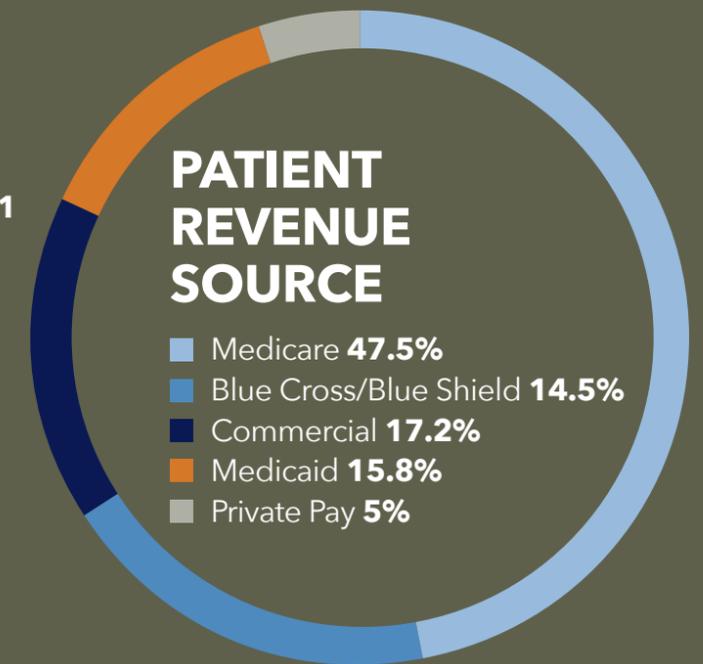


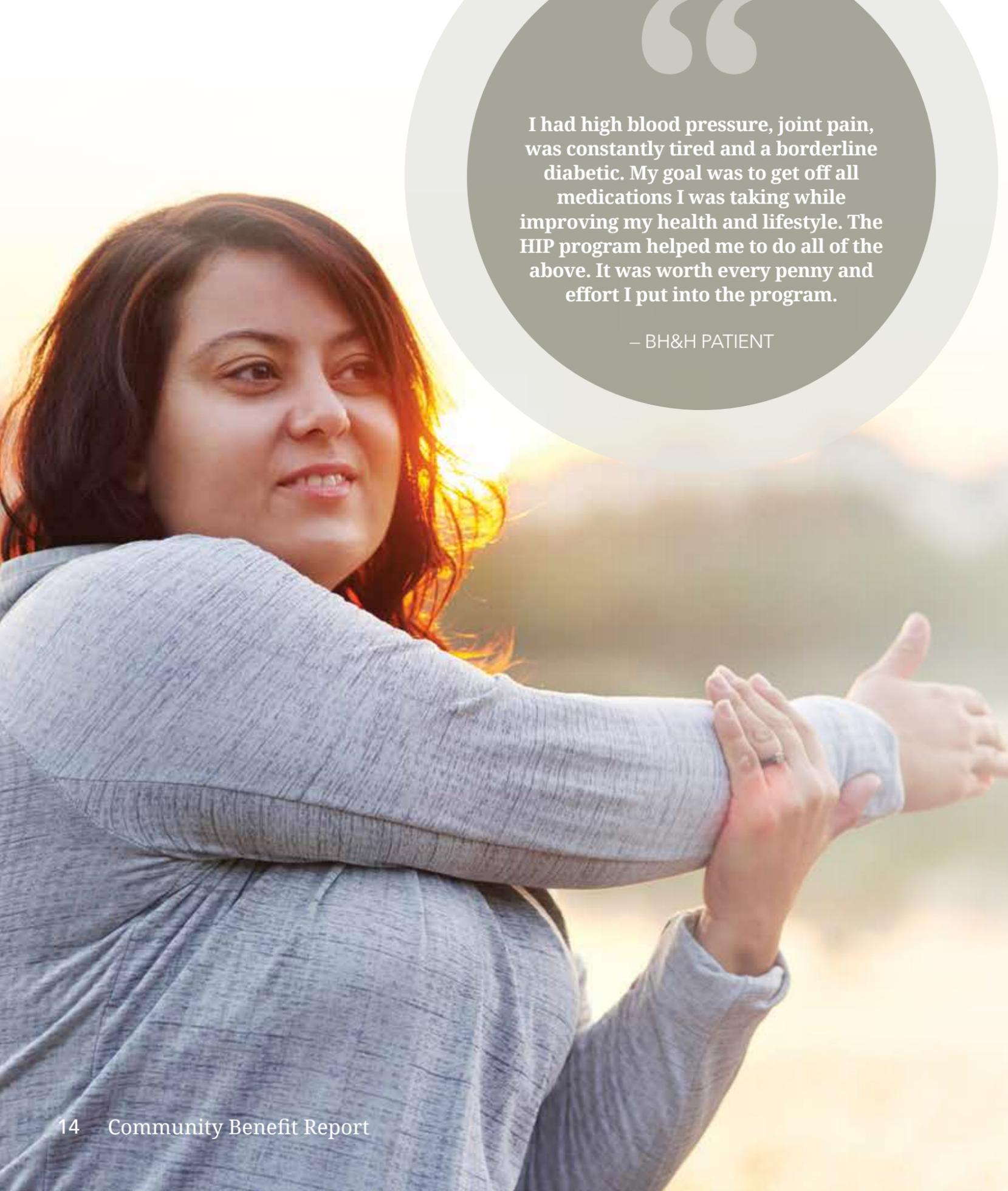
FY 2019 COMMUNITY BENEFITS

- Subsidized Health Services **\$3,038,198**
- Reinvested in Facilities and Equipment **\$1,295,871**
- Charity Care & Bad Debt **\$1,164,318**
- Community Health Education **\$459,882**
- In-Kind Donations **\$86,645**
- Environmental Improvements **\$41,702**
- Outreach through Staff Hours **\$39,190**
- Charitable Organizations Supported **\$15,000**



 **VOLUNTEER HOURS: 4,056**





I had high blood pressure, joint pain, was constantly tired and a borderline diabetic. My goal was to get off all medications I was taking while improving my health and lifestyle. The HIP program helped me to do all of the above. It was worth every penny and effort I put into the program.

– BH&H PATIENT

EMPOWERING A HEALTHIER COMMUNITY

A healthy choice is an easy choice.

One strategy Barrett Hospital & HealthCare uses to address community health is through education and prevention. We have helped hundreds of people lead healthier lives through behavior change using our Health Improvement Program (HIP). The Health Improvement Program was established in 2015 and is taught and managed by a Registered Dietitian, Exercise Physiologist RN, Licensed Clinical Social Worker, with medical providers overseeing the program. People suffering from pre-chronic and chronic medical conditions such as cardiovascular disease, diabetes, pre-diabetes, hypertension, and more tend to have incremental healthcare costs anywhere between \$500 to \$12,000 per year. By following the HIP program, many people have learned to create healthier habits, which helps to reduce their risk of chronic medical conditions, reverse disease, and lower or eliminate

their dependence on medications for treatment. This in turn leads to lower healthcare costs and the opportunity to live a longer life.

Another way to improve community health is to change the environment. This year, Barrett Hospital & HealthCare took a large step to lead Southwest Montana toward a path to better health by phasing out the sale of sugar-sweetened beverages in its River Café and vending machines. We recognize this is a courageous change, but we are proud to live by our core principles of advancing health without compromise and being a national leader in healthcare.

Sugar-sweetened beverages often contribute to obesity, Type 2 diabetes, heart issues, inflammation in the liver, bone and joint stress, poor dental health, and even some cancers.

The World Health Organization recommends individuals consume no more than 6 teaspoons of added sugar a day. On average, Americans consume about 20 teaspoons per day. One 12-ounce can of regular soda contains nearly 10 teaspoons of sugar and if someone drinks one can of 12-ounce soda each day for a year, this adds up to 76 cups of sugar.

Previously, Barrett Hospital & HealthCare banned smoking and the use of tobacco on our healthcare campuses and decreased fried food offerings in our River Café. It's our hope that the elimination of sugar-sweetened beverages within our health system will help to create healthier communities inside and outside of our healthcare facilities.

NOTE: Juices and sodas will continue to be stocked to meet the comfort and therapeutic needs of our patients.

VALUING OUR EMPLOYEES

Work. Life. Balance.

It is a remarkable thing to devote your life to the care of others. And as an industry, healthcare depends on its people in a way few others do.

At Barrett Hospital & HealthCare, we help employees achieve work-life balance by instituting flexible work schedules, education assistance, paid time off (PTO) policies, company-sponsored events and activities, a well-being program, free annual lab screenings, plus more benefits designed to help our staff pursue productive and fulfilling professional and personal lives. These policies, procedures, and actions underscore our commitment to our people, as well as to our community. We recognize that a workplace that enables employees to achieve work-life balance is particularly motivating and gratifying to employees. Employees whose needs for work-life balance are met tend to stay with their employer and are more productive.

Each year, we hold an annual Employee Appreciation week to thank the amazing staff at Barrett Hospital & HealthCare and highlight those employees with 5, 10, 15, 20, 25, 30, 35 and 40 years of service to our patients and the community. We also hold events like Hospital Week and award celebration barbecues for being a Top 20 Critical Access Hospital. In addition, we encourage department parties and community event participation to foster a sense of belonging and cultivate generosity.

“

Barrett Hospital & HealthCare has always been a great place to work! Like a second family, we support each other in getting through rough spots and celebrate our many successes. I feel very fortunate to have had the opportunity to take advantage of the many benefits offered over the years. When you work here, you know you are making a difference.

- BH&H EMPLOYEE OF 30 YEARS

A STRONG FOUNDATION

Exceptional care and giving.

Barrett Hospital Foundation has been the bridge between a generous community and its growing healthcare needs. Collaboration between the Foundation and the community has made Barrett Hospital & HealthCare, a center for exceptional care that provides vital health services to newborns, children, youth, adults, and seniors throughout Southwest Montana and Idaho.

The Foundation has proven that there's no limit to what it can accomplish. Charitable giving has enhanced the operation of virtually every department at Barrett Hospital & HealthCare. Nearly \$500,000 was transferred from the Foundation to Barrett Hospital & HealthCare in fiscal year 2019.

We invite you to become involved in our thriving healthcare family.

Whether you give a one-time contribution, make a pledge, an IRA qualified charitable distribution, or designate a gift in your will, we appreciate your gracious support to Barrett Hospital Foundation.

The Foundation's work is only possible through the generosity of committed benefactors. Thank you for your trust, kindness, and continued support.

COMPASSIONATE CARE & COMMITMENT

Barrett Hospital & HealthCare

Governance

Barrett Hospital & HealthCare is a non-profit organization governed by a volunteer board of directors made up of community members. The board of directors has five voting members plus the chief executive officer who have demonstrated significant commitment and operational involvement at Barrett Hospital & HealthCare.

Patti Mitchell, President
Nate Finch, Vice President
Lawrence Morrisroe

Joe Morstein
Shane Puyear

Mission

Barrett Hospital & HealthCare provides compassionate care, healing, and health-improving service to all community members throughout life's journey.

Vision

To be the model in rural healthcare delivery for the United States in all facets of primary health services.

Leadership

Ken Westman
Chief Executive Officer

Richard "Dick" Achter
Chief Financial Officer & Information Security Officer

Carol Kennedy
Chief Clinical Officer

Maria Koslosky
Chief Quality & Compliance Officer

Greg Moore, MD, FACEP, FAWM
Chief Medical Officer

Tom Schumacher
Director of Clinic Operations

Values

We value and make a personal commitment to **"I CARE"** by demonstrating...

Integrity: honesty and commitment to agreements made and/or with standards required.

Compassion: empathy and understanding of the problems of others, with a desire to show mercy and give assistance.

Adaptability: the ability to positively adjust actions and positions held in response to changing conditions.

Respect: appreciation and consideration of others.

Excellence: commitment to working and acting exceptionally well, individually and with others.



Having the proper equipment and staff are essential in obtaining the best possible health outcomes. The Foundation has done a superb job in helping the Hospital stay current in the rapidly changing field of medical technology. We feel lucky to live and raise our children in such a great community and look forward to supporting the Foundation in the future.

– BHF DONOR



BARRETT
HOSPITAL & HEALTHCARE

Where People Come First. *Always.*

600 MT Hwy 91 South
Dillon, MT 59725



Location and Hours

Barrett Hospital & HealthCare

600 MT Hwy 91 S
Dillon, MT 59725
406-683-3000

Emergency Care

Providers on-site 24/7, 365 days a year
600 MT Hwy 91 S
Dillon, MT 59725

Clinic

30 MT Hwy 91 S
Dillon, MT 59725
Monday-Friday | 8:30am - 5:00pm

Walk-in Clinic

30 MT Hwy 91 S
Dillon, MT 59725
Monday-Friday | 7:30am - 4:00pm

BarrettHospital.org  Like us on Facebook! facebook.com/barrethospital

This Community Report is Printed on FSC Certified Paper. FSC stands for Forest Stewardship Council, an organization that works to promote the practice of sustainable forestry worldwide. The Forest Stewardship Council sets standards for forest products, independently certifies that these standards have been met, and bestows labels upon the products that qualify. Forest Stewardship Council certification gives customers the option to choose forest products like paper and wood that have been sourced in an environmentally-friendly, socially responsible, and economically viable manner.

